Strategic Plan

CTE/STEM-Technical Careers

July 14, 2014, revised 10/20/14

Region 9 Works Council
Strategic Plan
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Region 9 Works Council
Strategic Plan
Introduction

1. Strategic Plan –
    a) Single page statement with two separate sections
        a) Strategic objectives and related strategic initiatives
        b) Desired outcomes for the overall effort and related metrics
    b) Focus is CTE/STEM-Technical education pathways (see diagram in Appendix)
2. Success factors points out what needs to happen for the plan to succeed
3. CTE/STEM-Technical Alignment Model
    a) Uses a "servant/leader" approach with customer at the top
    b) Represents the stakeholders' relationships and roles to achieve alignment
4. CTE/STEM-Technical Alignment Process
    a) Based on the Educational Stakeholder Network diagram (see in Appendix)
    b) Sequences the stakeholder and their interactions necessary to achieve alignment
    c) All 4 Strategic Objectives can be initiated and sustain by following the process
5. Priorities and Timing
    a) Ordering the Plans activities by importance with awareness that we have 1 year left in our Work Council term

Region 9 Works Council Strategic Plan

Purpose: Every student deserves the same opportunity for success, whether they go into college or start a career right out of high school.

Mission: To bring educators together to evaluate, develop and align career and technical education that meets the demands of employers in the Indiana Economic Region 9.

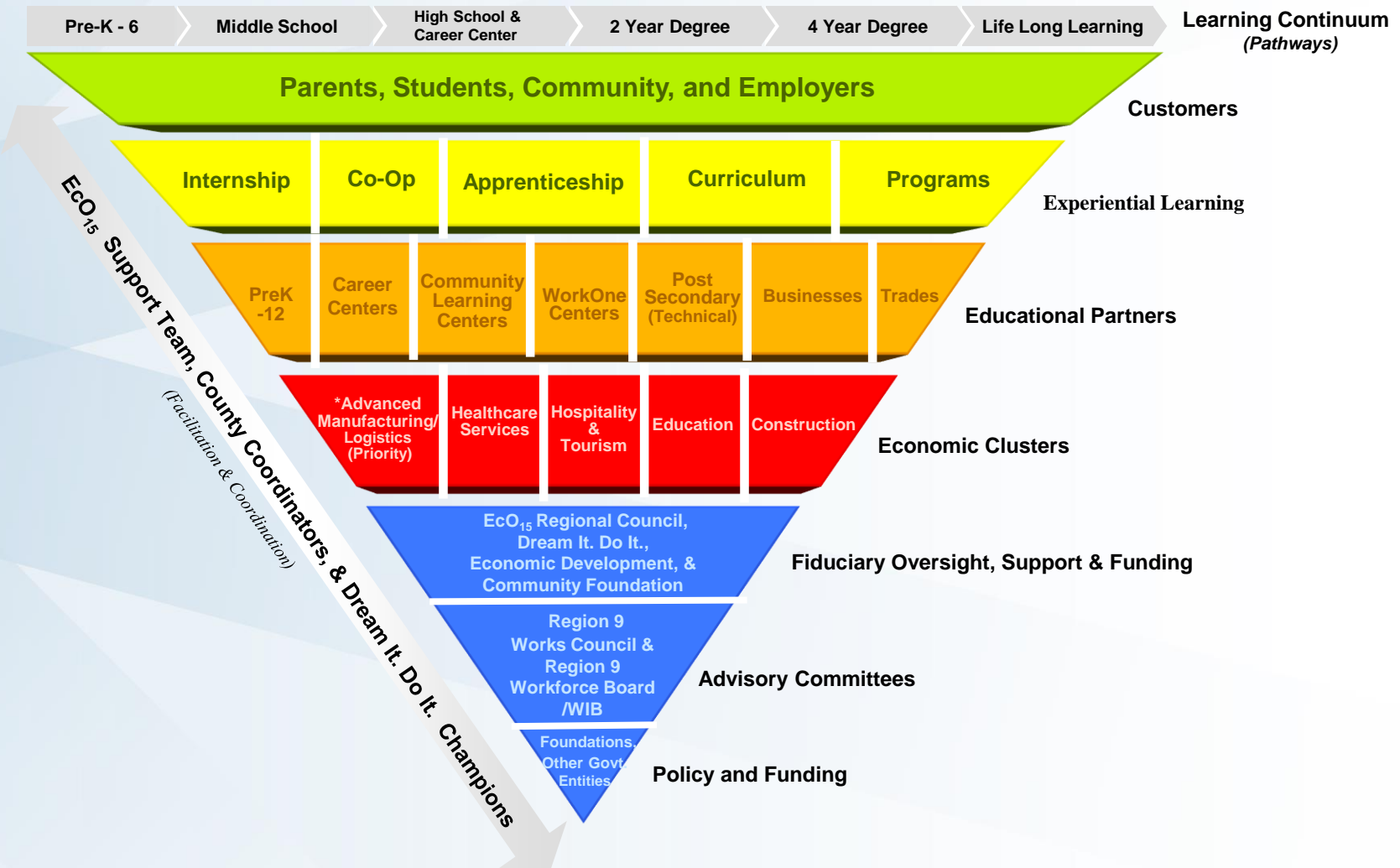| Strategic Objectives	Strategic Initiatives (Aligned to Objectives)	Desired Outcomes (of Plan)	Metrics
Align pathways, certifications, curriculum, programs, and funding to meet student/community/employer needs.	• Identify, organize, and coordinate resources, stakeholders, and partners at community and regional levels (refer to Appendix). • Implement curriculum alignment process (refer to Appendix).	To assess available career, technical, and vocational opportunities for high school students to be based on employer requirements and needs.	• Number of students w/ job offers. • Number of community engagement teams.
Establish demand-driven pathways, certifications, curriculum, skills, competencies, programs, and related services for key clusters and sectors with focus on innovation (content and delivery).	• Build offerings based on employer demands. • Establish and promote data base to connect stakeholders (parents, students, educators, employers) for the offerings. • Deliver professional development for educational partners to support the new offerings.	To develop alternative career, technical, and vocational educational curriculum for consideration (approved by the State Board of Education).	• Number of new curricula pathways developed with industry input. • Number of certifications adopted as standard. • Innovation demonstrated in programs and delivery.
Grow enrollment, retention, and placement in identified pathways.	• Conduct research and focus groups to determine root cause of disconnect among stakeholders. • Implement aggressive marketing and promotional effort around CTE opportunities. • Reward schools for CTE career outcomes. • Establish and leverage student awards and recognition programs for performance in CTE offerings. • Optimize school and student schedules and resources to deliver CTE information and offerings. • Create pathway cost compared to earnings / lifestyle evaluation. • Leverage programs like I-Grad to complement CTE retention. • Align CTE pathways with student interests utilizing free resources currently available.	Increase student opportunity to: • Pursue internships, co-ops, and apprenticeships • Learn from qualified instructors • Earn industry certifications • Earn credits toward Associate's Degree • Establish a career pathway toward a high wage, high demand job that is available in the region	• Number of touch points with industry engagement, increase awareness – presentations to students, parents, recruit etc. • Number of students in CTE and high employer demand pathways. • Number of students retained in CTE and high employer demand pathways. • Number of annual placements – various exit points. • Increase dual credit activity.
Strengthen partnerships between employers, trades, education, and community partners.	• Identify and recruit partners. • Establish hands-on programs for learning, including internships, apprenticeships, co-ops, and similar efforts. • Seek financial supporters for promotional efforts and offerings. • Incentivize stakeholders to participate and lead. • Recruit experienced CTE instructors for adjunct roles.	Promote engagement between employers, educators, and communities	• Number of Internships/work and learn, co-ops and apprenticeships. • Number of grants, donations, or support to fund and expand programs. • Number of bus. and community organizations participating
		Positively affect quality of life by filling well paying jobs where skills gaps exist and by fostering new economic development	

Region 9 Works Council
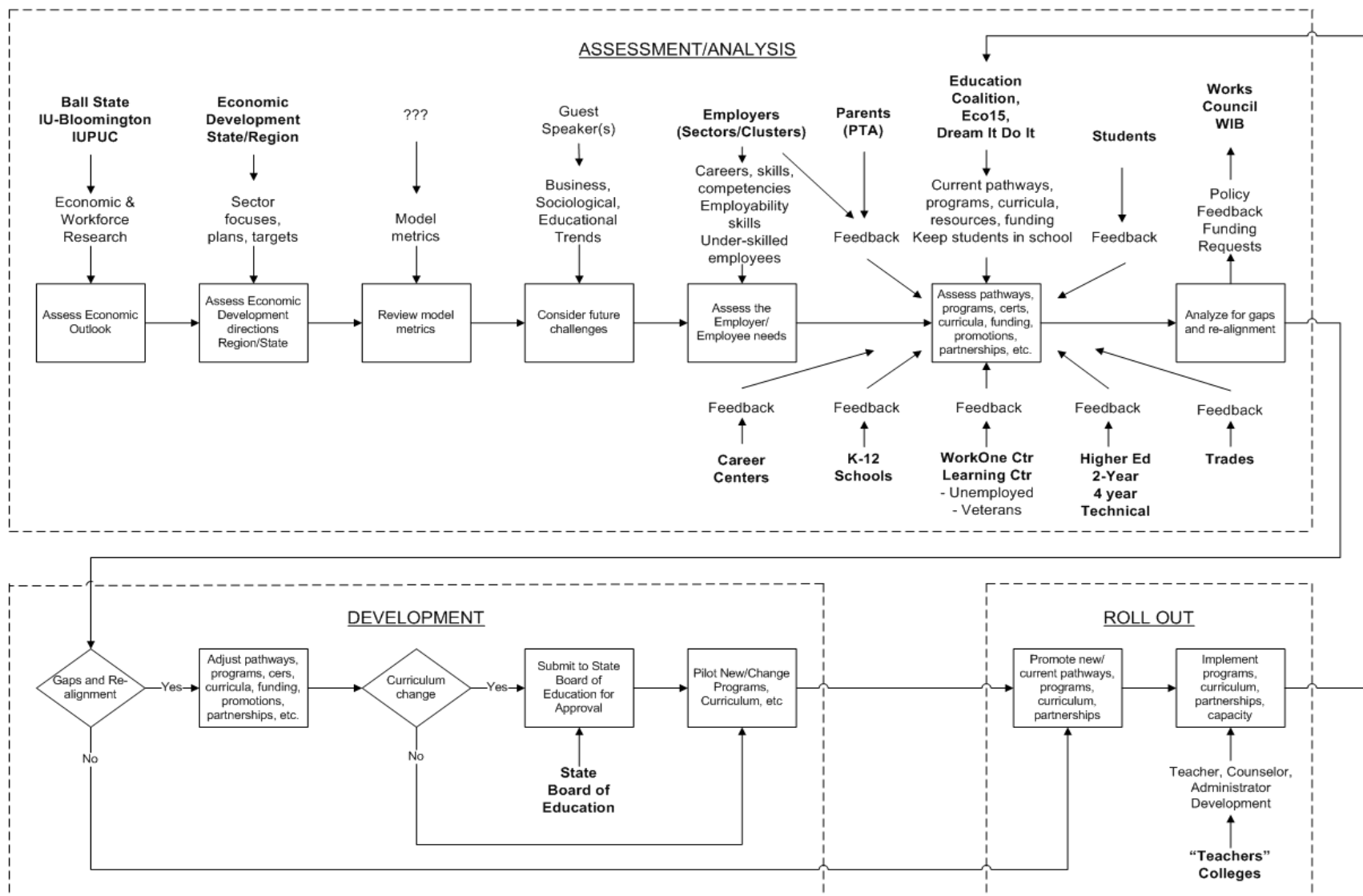# Strategic Plan
Appendix – Success Factors

1. Need stakeholder coordination and alignment to sustain the effort (MOU)
2. Approach that all of us (stakeholders) in the region are in this together
3. Educate the stakeholders on the model and on their roles/responsibilities
4. Provide incentives for the stakeholders
5. "Stable" organization needs supported and funded to administer and coordinate the model/process to ensure alignment is sustained
6. Businesses engage and take a leadership role in support of coordination and alignment
7. Partnerships develop and continuously improve among businesses and educators and communities
8. Leverage the innovation that already exists in the Region: ECO15, CEC, Dream It Do It, funding, programs, etc.

Region 9 Works Council
Strategic Plan
REGION 9 CTE/STEM-TECHNICAL ALIGNMENT MODEL

| Pre-K - 6 | Middle School | High School & Career Center | 2 Year Degree | 4 Year Degree | Life Long Learning | **Learning Continuum** *(Pathways)* |

Parents, Students, Community, and Employers — **Customers**

Internship | **Co-Op** | **Apprenticeship** | **Curriculum** | **Programs** — **Experiential Learning**

PreK -12 | **Career Centers** | **Community Learning Centers** | **WorkOne Centers** | **Post Secondary (Technical)** | **Businesses** | **Trades** — **Educational Partners**

*Advanced Manufacturing/ Logistics (Priority) | **Healthcare Services** | **Hospitality & Tourism** | **Education** | **Construction** — **Economic Clusters**

EcO$_{15}$ Regional Council, Dream It. Do It., Economic Development, & Community Foundation — **Fiduciary Oversight, Support & Funding**

Region 9 Works Council & Region 9 Workforce Board /WIB — **Advisory Committees**

Foundations, Other Govt. Entities — **Policy and Funding**

EcO$_{15}$ Support Team, County Coordinators, & Dream It. Do It. Champions (Facilitation & Coordination)

1. Roll out to Region Stakeholder
2. Survey and analyze stakeholder disconnect
3. Create Strategic Initiative "scope" and approach
4. Prioritize and identify Year-1 effort
5. Roll out Year-1 effort

This is currently under development

Appendix

Region 9 Works Council
Strategic Plan
Appendix Content

1. Stakeholders

2. Student Education Pathway Diagram

3. Educational Stakeholder Network Diagram

4. Resources Used

5. Strategic Initiative Scope and Approach

- Parents

- Students
  - K-16
  - Adults as it relates to CTE/STEM-Technical
    - Unemployed
    - Under-skilled incumbent
    - Career advancement/change
    - Leaving the military

- Employers (Economic Clusters)
  - Manufacturing/Logistics/Transportation
  - Healthcare Services
  - Hospitality &Tourism
  - Education
  - Architecture/Construction

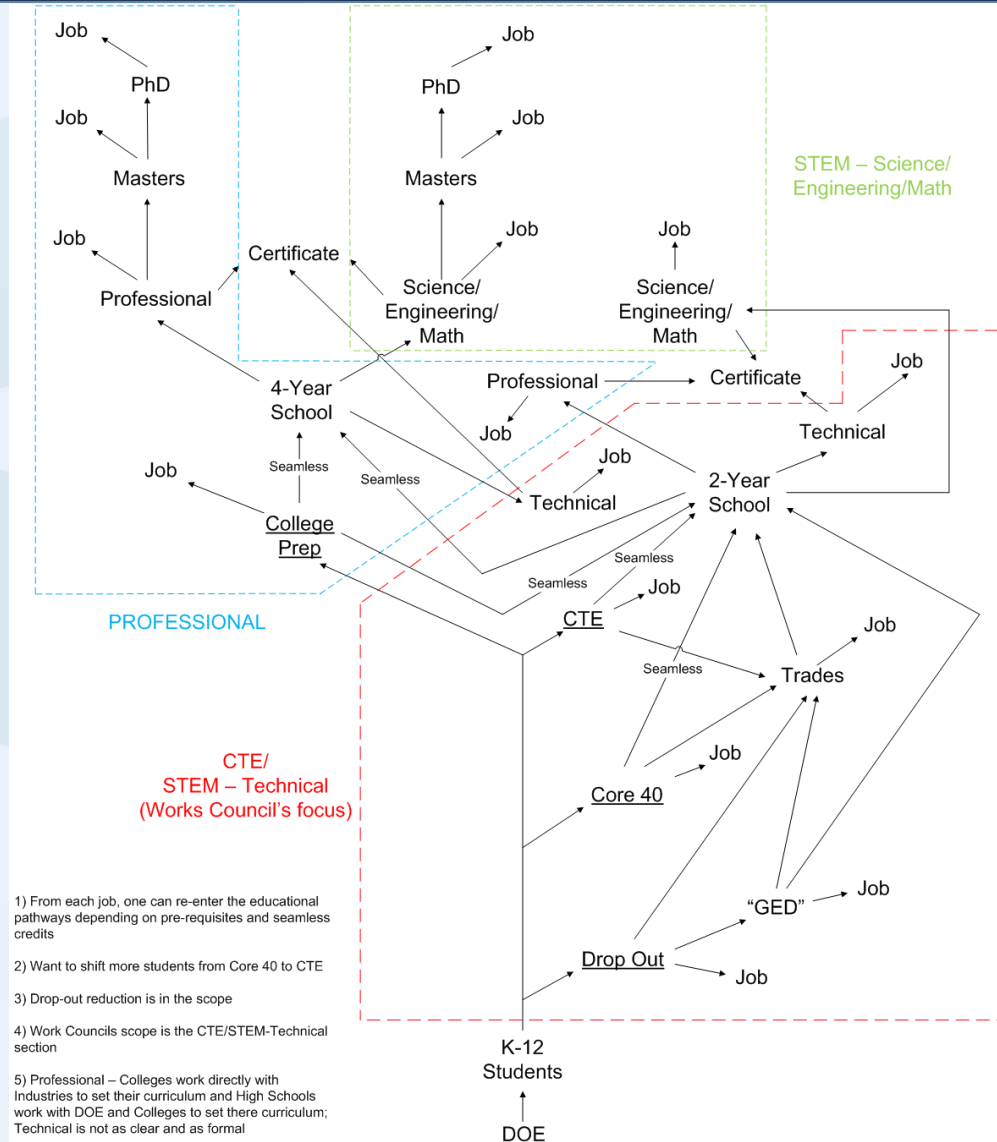- Direct Government support
  - Works Council
  - WIB (DWD)

- Educational Partners
  - K-12 Schools
  - Career Centers, Community Learning Centers, and WorkOne Centers
  - 2-year Technical Higher Ed
  - 4-year Higher Ed regional/main campuses - technical/dual credits
  - Business
  - Trades

- Community Organizations
  - ECO15
  - Community Foundations
  - Dream It. Do It.
  - Economic Development
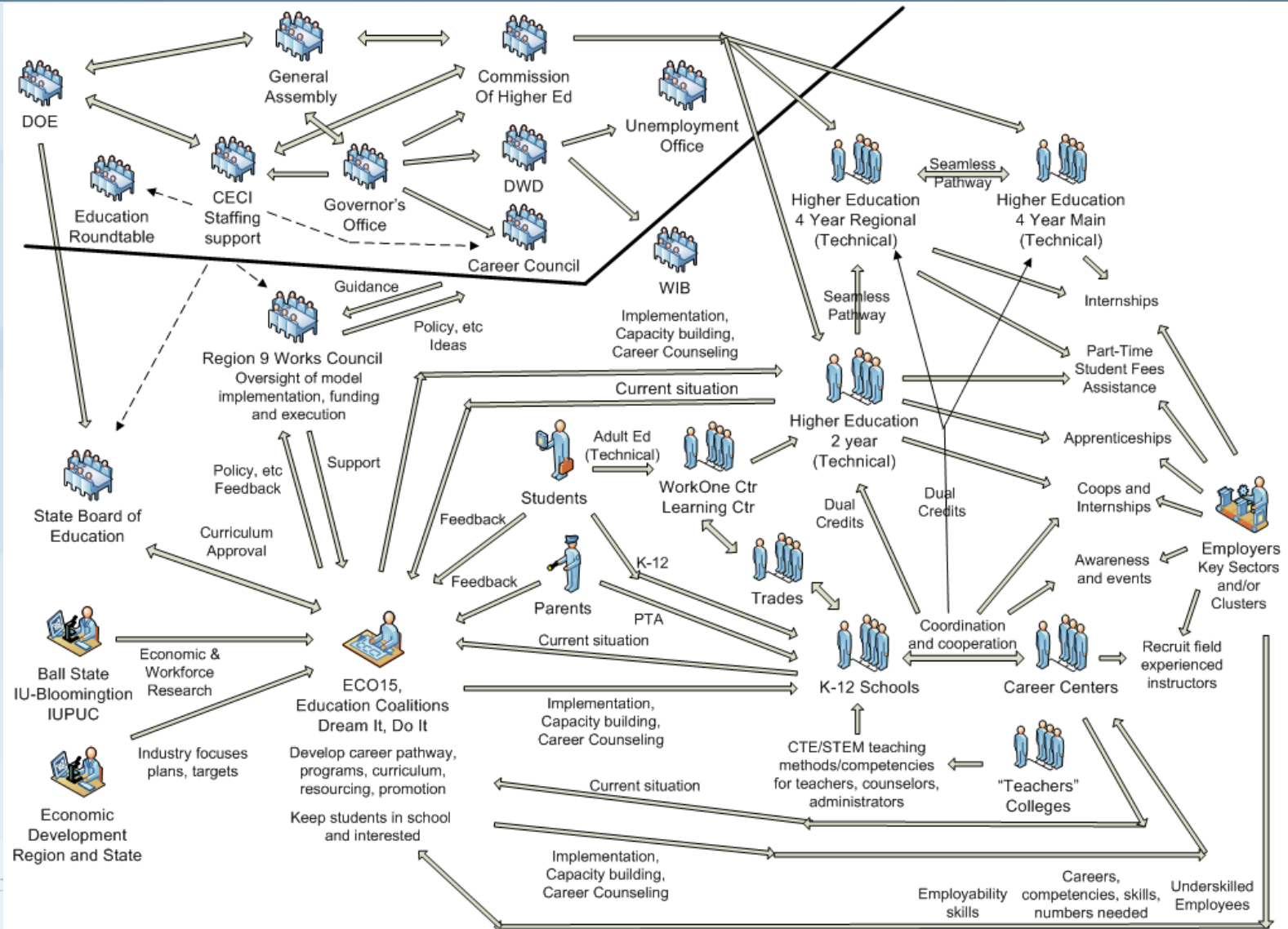 - Chamber of Commerce

Region 9 Works Council
Strategic Plan
Appendix – Resources Used

1. Region 9 Situation Assessment 11/01/13
2. Region 9 Works Council Responses to Career Council Questions 03/06/14
3. Works Council Employer/Educator Narrative based on meeting discussions
4. Works Council By-Laws
5. Works Council Orientation
6. Works Council Webinar - 01/30/14
7. Governor's 2014 Road Map
8. Career Council Strategy Guide

Region 9 Works Council
Strategic Plan
Strategic Initiative Scope and Approach

- Objective
- Initiative
- Scope
  - CTE/STEM-Technical education pathways (refer to the Educational Pathway diagram in the Appendix)
  - Which stakeholders from each group that should be included (refer to Stakeholders in the Appendix)
    - Parents
    - Students
    - Direct Government support
    - Employers, which economic clusters
    - Educational partners
    - Community organizations
- Description narrative
- Desired Outcomes directly affected by the Initiative with an explanation of how
- Success Factors to be considered in implementation???
- Initiative owner
- Create stakeholder invitation list (approved by the Works Council)
- Work sessions (send out invitations)
  - Word-smith the objective and/or initiative if needed
  - Identify what is already create or in progress
  - Create a high level implementation plan
  - Identify potential funding needs and possible sources for funding
- Turn in Initiative Scope and Approach to Works Council